



# RIVERINA AND MURRAY JOINT ORGANISATION

## BOARD MEETING INFORMATION

Members are advised that meeting details for the Riverina and Murray Joint Organisation (RAMJO) are as follows:

- **10:00AM START – 12:30PM FINISH: WEDNESDAY 13<sup>th</sup> May 2020**
- **Join Zoom Meeting:** <https://zoom.us/j/91083576555?pwd=SUF4aHIDSUhybVBYMzM4TXJEOVVlZz09>
  - Meeting ID: 910 8357 6555
  - Password: 946898
  - One tap mobile
    - +61280156011,,91083576555#,,1#,946898# Australia
    - +61370182005,,91083576555#,,1#,946898# Australia
  - Dial by your location:
    - Find your local number: <https://zoom.us/u/a1eMRjanp>
    - Meeting ID: 910 8357 6555
    - Password: 946898

## MEMBER COUNCILS

<b>Albury City Council</b>	<b>Berrigan Shire Council</b>	<b>Carrathool Shire Council</b>	<b>Edward River Council</b>
<b>Federation Council</b>	<b>Griffith City Council</b>	<b>Hay Shire Council</b>	<b>Leeton Shire Council</b>
<b>Murray River Council</b>	<b>Murrumbidgee Council</b>	<b>Narrandera Shire</b>	

## BOARD MEMBERS – COUNCIL MAYORS (VOTING BOARD MEMBERS)

<b>Cr Kevin Mack (Albury)</b>	<b>Cr Matthew Hannan (Berrigan)</b>	<b>Cr Darryl Jardine (Carrathool)</b>	<b>Cr Norm Brennan (Edward River)</b>
<b>Cr Patrick Bourke (Federation)</b>	<b>Cr John Dal Broi (Griffith)</b>	<b>Cr Bill Sheaffe (Hay)</b>	<b>Cr Paul Maytom (Leeton)</b>
<b>Cr Chris Bilkey (Murray River)</b>	<b>Cr Ruth McRae (Murrumbidgee)</b>	<b>Cr David Fahey (Narrandera)</b>	

## BOARD MEMBERS – COUNCIL GENERAL MANAGERS (NON-VOTING BOARD MEMBERS)

<b>Frank Zaknich (Albury)</b>	<b>Rowan Perkins (Berrigan)</b>	<b>Rick Warren (Carrathool)</b>	<b>John Rayner (A/g) (Edward River)</b>
<b>Adrian Butler (Federation)</b>	<b>Brett Stonestreet (Griffith)</b>	<b>David Webb (Hay)</b>	<b>Jackie Kruger (Leeton)</b>
<b>Des Bilske (Murray River)</b>	<b>John Scarce (Murrumbidgee)</b>	<b>George Cowan (Narrandera)</b>	

## NSW STATE GOVERNMENT REPRESENTATIVES (NON-VOTING BOARD MEMBER)

<b>James Bolton</b>	<b>Department of Planning, Industry and Environment (Regional NSW)</b>
<b>Cameron Templeton</b>	<b>Department of Planning, Industry and Environment (Office of Local Government)</b>

## RAMJO STAFF (NON-VOTING BOARD MEMBERS)

<b>Bridgett Leopold</b>	<b>Executive Officer RAMJO</b>
<b>Bridget De La Haye</b>	<b>Office Manager / Project Manager RAMJO</b>

## AGENDA

1	Chairpersons Welcome	9:00
2	Apologies	9:00
3	Declaration of Items of Pecuniary or Other Interest – Board Members / Designated Persons	9:05
4	Minutes of 12 <sup>th</sup> February 2020 Board Meeting	9:05
5	Matters Arising from Minutes from 12 <sup>th</sup> February 2020 Board Meeting	9:10
6	<b>SPECIAL ITEM: COVID-19 – Chair to facilitate check-in for each Member Council</b>	9:15
7	<b>James Bolton:</b> Director, Regional NSW - update	9:45
8	<b>Cameron Templeton:</b> Council Engagement Manager - update from OLG	10:00
9	<b>Cr. Chris Bilkey: Chair RAMJO Water Sub-Committee</b> – Final Draft RAMJO Water Position Paper (& logo review)	10:10
10	<b>George Cowan: Chair RAMJO Energy Sub-Committee</b> – Regional Energy Audit	10:30
11	<b>Executive Officer: Procurement Update:</b> Progress in cooperative JO approach	10:40
	<b>10 MINUTE BREAK</b>	10:50
12	<b>Executive Officer: Proposed RAMJO Budget 2020 – 2021 &amp; Workplan</b>	11:00
13	<b>Sub-Committee Updates</b> <ul style="list-style-type: none"> <li>• <b>Brett Stonestreet: Chair Industry, Jobs and Workforce Sub-Committee</b> <ul style="list-style-type: none"> <li>○ Economic Development Officer Working Group</li> </ul> </li> <li>• <b>David Webb: Chair Transport Sub-Committee</b> <ul style="list-style-type: none"> <li>○ Priority listing from RAMJO Regional Freight Plan &amp; Infrastructure Mapping</li> <li>○ Possible change in scope to respond to COVID-19 recovery and stimulus</li> </ul> </li> <li>• <b>John Scarce: Chair Digital Connectivity Sub-Committee</b> <ul style="list-style-type: none"> <li>○ Update regarding draft position on RAMJO agreed minimum standard level of service</li> </ul> </li> </ul>	11:20
14	<b>Other Working Group Updates / Advocacy Groups</b> <ul style="list-style-type: none"> <li>• <b>Frank Zaknich: Chair General Managers Group</b> <ul style="list-style-type: none"> <li>○ Workplan and identified potential workstreams: Adverse Event Management Plans, Procurement, Payroll, RMCC</li> </ul> </li> <li>• <b>Des Bilske: Chair Health Sub-Committee</b> will remain advocacy only</li> <li>• <b>Exec Off: Murray and Riverina Waste Groups</b> – written updates provided</li> <li>• <b>Exec Off: Southern Lights:</b> LED replacement &amp; SMART Sensors</li> <li>• <b>Exec Off:</b> no update from other RAMJO groups (Engineers, Planners)</li> </ul>	11:40
15	<b>Executive Officer: Staffing Update</b> <ul style="list-style-type: none"> <li>• <b>Office Manager:</b> will take on half time Project Management role in 2020-2021</li> <li>• <b>Contaminated Lands Management:</b> Contract (6-month) Project Manager</li> <li>• <b>Waste Regional Manager:</b> will be appointed for 2-year term</li> <li>• <b>Digital Connectivity / Grants Officer:</b> to be recruited (12-month role)</li> </ul>	11:50
16	<b>General Business</b>	12:00
	<b>MEETING CLOSE</b>	12:30

## MEETING PAPERS AND AGENDA ITEM SUMMARIES

### 1. WELCOME

### 2. APOLOGIES

- Norm Brennan, Mayor Edward River
- John Rayner, A/g General Manager Edward River

### 3. DECLARATION OF ITEMS OF PECUNIARY OR OTHER INTEREST – BOARD MEMBERS / DESIGNATED PERSONS

### 4. MINUTES OF 12<sup>TH</sup> FEBRUARY 2020 BOARD MEETING

Draft Minutes of 12<sup>th</sup> February 2020 Board Meeting are below:

The Riverina and Murray Joint Organisation (RAMJO) Board meeting was held on Wednesday February 12 2020 at the Murrumbidgee Council Chambers, Jerilderie at 10.00am.

#### MEMBER COUNCILS

- Albury City Council
- Berrigan Shire Council
- Carrathool Shire Council
- Edward River Council
- Federation Council
- Griffith City Council
- Hay Shire Council
- Leeton Shire Council
- Murray River Council
- Murrumbidgee Council
- Narrandera Shire

#### VOTING BOARD MEMBERS

- CHAIR: Cr Kevin Mack (Albury)
- Cr Matthew Hannan (Berrigan)
- Cr Darryl Jardine (Carrathool)
- Cr Norm Brennan (Edward River)
- Cr Patrick Bourke (Federation)
- Cr John Dal Broi (Griffith)
- Cr Bill Sheaffe (Hay)
- Cr Paul Maytom (Leeton)
- Cr Chris Bilkey (Murray River)
- Cr Ruth McCrae (Murrumbidgee)
- Cr David Fahey (Narrandera)

#### NON-VOTING BOARD MEMBERS

- Frank Zaknich (Albury)
- Rowan Perkins (Berrigan)
- Rick Warren (Carrathool)
- Adam McSwain (Edward River)
- Adrian Butler (Federation)
- Brett Stonestreet (Griffith)
- David Webb (Hay)
- Jackie Kruger (Leeton)
- Des Bilske (Murray River)
- John Scarce (Murrumbidgee)
- George Cowan (Narrandera)

#### NSW STATE GOVERNMENT REPRESENTATIVES (NON-VOTING BOARD MEMBERS)

- James Bolton (Department of Planning, Industry and Environment)
- Cameron Templeton (Department of Planning, Industry and Environment)

#### RAMJO STAFF (NON-VOTING BOARD MEMBERS)

- Bridgett Leopold – Executive Officer
- Bridget De La Haye – Office Manager

## GUESTS

- N/A

## AGENDA

1	Chairpersons Welcome	9:00
2	Apologies	9:00
3	Declaration of Items of Pecuniary or Other Interest – Board Members / Designated Persons	9:05
4	Minutes of 6 <sup>th</sup> November 2019 Board Meeting	9:05
5	Matters Arising from Minutes of 6 <sup>th</sup> November 2019 Board Meeting	9:10
6	<b>Cameron Templeton:</b> Council Engagement Manager - update from OLG	9:15
7	<b>Office Manager: RAMJO Quarterly Budget Reporting:</b> report with variances and YTD spend	9:25
8	<b>Executive Officer: Regional Asset Map:</b> Sprint mapping exercise with Infrastructure Collaborative	9:30
9	<b>Executive Officer: JO Chairs Meeting:</b> Financial Sustainability definition	9:40
10	<b>Executive Officer: RAMJO Contaminated Lands Management Project:</b> Combining with REROC	9:45
11	<b>Executive Officer:</b> Discussion regarding practical workplan and resourcing <ul style="list-style-type: none"> <li>• JO purpose and change in mission</li> <li>• Workplan split – Service delivery, grant programs and advocacy</li> <li>• Resourcing – 3 year plan</li> </ul>	10:00
12	<b>Executive Officer: RAMJO Water Position</b> <ul style="list-style-type: none"> <li>• ACCC Submission</li> <li>• Drought Paper</li> <li>• Draft Water Paper</li> <li>• <b>ADVOCACY:</b> Agreed water position – What do we want now?</li> <li>• <b>ADVOCACY:</b> Future vision – Where do we want to go?</li> </ul>	10:30
	15 MINUTE TEA BREAK	11:00
13	<b>Sub-Committee Updates</b> <ul style="list-style-type: none"> <li>• Cr. Chris Bilkey: Water (addressed above)</li> <li>• George Cowan: Energy</li> <li>• Brett Stonestreet: Industry, Jobs and Workforce</li> <li>• John Scarce: Digital Connectivity</li> <li>• Adam McSwain: Transport (RAMJO Regional Freight Transport Plan) &amp; Regional Roads</li> </ul>	11:15
14	<b>Executive Officer / Brett Stonestreet:</b> Roads Maintenance Council Contract <ul style="list-style-type: none"> <li>• High level summary of negotiations to date and outlook</li> </ul>	11:30
15	<b>Executive Officer: Sydney Trip</b> <ul style="list-style-type: none"> <li>• Suggestion of Ministers RAMJO would like to engage with &amp; on which platform</li> </ul>	11:45
16	<b>Executive Officer: Professional Officer Groups Update</b> <ul style="list-style-type: none"> <li>• General Managers Meeting Minutes – 31<sup>st</sup> January 2020</li> </ul>	12:00
17	<b>General Business Matters</b> <ul style="list-style-type: none"> <li>• Transgrid</li> <li>• Water restrictions</li> </ul>	12:05
	MEETING CLOSE	12:30

#### AGENDA ITEM 1 – WELCOME

The Chairperson welcomed the Board Members and guests to the meeting.

#### AGENDA ITEM 2 – APOLOGIES

- Cr. Neville Kschenka Mayor Narrandera Council
- Cr. Ruth McRae, Mayor Murrumbidgee Council
- Cr. Patrick Bourke, Mayor Federation Council
- Cr. Bill Sheaffe, Mayor Hay Council
- Frank Zaknich, Albury City Council
- Rowan Perkins, General Manager Berrigan Council
- James Bolton, DPIE
- Cameron Templeton, DPIE

**RESOLVED that the apologies be accepted and that leave of absence be granted.**

**(Moved by Griffith, Seconded by Narrandera).**

#### AGENDA ITEM 3 – DECLARATION OF PECUNIARY OR OTHER INTEREST

There were no declarations of pecuniary or other interests lodged at the meeting by Board Members or other Designated Persons.

#### AGENDA ITEM 4 – MINUTES OF WEDNESDAY 6 NOVEMBER 2019 BOARD MEETING

**RESOLVED that the Minutes of the RAMJO Board Meeting held on Wednesday 6 November are endorsed.**

**(Moved Berrigan, Seconded Griffith).**

#### AGENDA ITEM 5 – MATTERS ARISING FROM MINUTES 6TH NOVEMBER 2019 BOARD MEETING

Executive Officer informed the Board that all outstanding actions from the previous meeting are now complete.

**RESOLVED that the Board Members noted the verbal update and notes in the agenda papers.**

#### AGENDA ITEM 6 – VERBAL UPDATE FROM CAMERON TEMPLETON – OLG ENGAGEMENT MANAGER

Cameron Templeton, OLG Council Engagement Manager, was an apology for the meeting. Cameron has been working on regional bushfire recovery and OLG has been affected by recent storm damage to their building. The Executive Officer circulated a written update from OLG for Board Members.

**RESOLVED that the Board received and noted the written update from Cameron Templeton, OLG Engagement Manager, Department of Industry, Planning and Environment.**

#### AGENDA ITEM 7 – BRIDGET DE LA HAYE – RAMJO QUARTERLY BUDGET REPORTING (Q22019-2020)

The newly appointed Office Manager, Bridget De La Haye, presented the Q2 2019-2020 budget report with a breakdown of anticipated spend, variances and Year-To-Date balances.

**RESOLVED that the Board received the Q2 2019-2020 budget report.**

**(Moved Federation, Seconded Murray River).**

## AGENDA ITEM 8 – BRIDGETT LEOPOLD – REGIONAL ASSET MAP

The General Managers undertook a sprint mapping session with Jillian Kilby from the Infrastructure Collaborative at the last General Managers' meeting on 31<sup>st</sup> January to create a regional document which provides an overview of RAMJO's most significant infrastructure requiring investment in the coming 1 – 5, or 5 – 10 years. This is a scaling down of the original, more detailed proposal from the Infrastructure Collaborative in May 2019 which was presented to the RAMJO Board, along with the Canberra JO who demonstrated the success they had using this tool. The summary documents (still in draft form) are at [Attachment D](#) and [Attachment E](#), with a website visual here: [https://www.google.com/maps/d/u/1/edit?mid=1eEZwHllQmZGhf7VmXVrZvQYCaRE\\_qdU-&ll=-34.660107221199446%2C145.30532491646773&z=7](https://www.google.com/maps/d/u/1/edit?mid=1eEZwHllQmZGhf7VmXVrZvQYCaRE_qdU-&ll=-34.660107221199446%2C145.30532491646773&z=7)

Once complete, the maps and summary documents will be loaded to the RAMJO website and can be used for any consultation with relevant Ministers or Government departments.

Jackie Kruger (Griffith) commented that the ownership of assets should also be included on the website. Adrian Butler (Federation) acknowledged that the sprint mapping session was a useful process to undertake and a good resource to now have.

**RESOLVED that RAMJO Member Councils endorse the publication of the summary RAMJO Infrastructure priorities on the RAMJO website.**

**(Moved Griffith, Seconded Berrigan).**

## AGENDA ITEM 9 – BRIDGETT LEOPOLD – JO CHAIRS MEETING – FINANCIAL SUSTAINABILITY DEFINITION

At the last JO meeting in Sydney in November, a taskforce was established to work between the Minister for Local Government, Office of Local Government and the JOs. The taskforce brought forward an outline of work, and a suggestion that all JOs agree on a definition of financial sustainability. RAMJO was represented by Cr. Chris Bilkey and the following statement was agreed to by all Chairs. It was agreed that this statement would be taken to the Boards of each JO for formal endorsement:

The definition of Financial Sustainability, for the purpose of the taskforce, be determined as "A Joint Organisation will be financially sustainable over the long term when it is able to generate sufficient funds and deliver on the Strategic Regional Priorities agreed with its members and stakeholders."

**RESOLVED that the RAMJO Board Members endorse the JO definition of financial sustainability.**

**(Moved Murray River, Seconded Federation).**

## AGENDA ITEM 10 – BRIDGETT LEOPOLD – CONTAMINATED LANDS MANAGEMENT

In early 2019, RAMJO (in conjunction with Wagga) applied for, and was successful in being awarded \$419,460 in grant funding to deliver round two of the: Council Regional Capacity Building – Contaminated Lands Management – Underground Petroleum Storage Systems.

A Project Officer was recruited and undertook the role for a period of six months, after which point the Project Officer left for a permanent opportunity in State Government. Since that time, a review of the project plan and its intended outcomes was undertaken, along with a review of previously interviewed candidates. Feedback from those candidates included the pay band being too little for the skillset, no relocation or training costs. Those who were contacted suggested the salary band was not relative to the role (specialist environmental and water contamination knowledge and experience, along with project management).

REROC was also awarded grant funding of \$277,920 and has experienced considerable difficulty attracting a suitable candidate, with several potential candidates from Sydney requesting assistance in relocation costs, which the grant funding simply does not allow for.

Therefore, RAMJO approached REROC with the suggestion to combine the remaining grant funding and undertake the project with a more senior Project Manager role and a supporting part time Project Officer. This would allow for the workload of 20 Councils to be managed and for the project to be delivered in the 3-year timeframe. This is exactly the same model as was delivered in the First Round of Council Regional Capacity Building – Contaminated Lands Management from 2015 – 2018. The REROC Board has formally endorsed this suggestion.

RAMJO and REROC have been undertaking intense discussions with EPA to allow this amendment to the grant conditions to ensure the implementation of the project creates an opportunity for a highly qualified and skilled person to fill the role, while reducing administrative burden via one JO taking the lead.

DISCUSSION: The Board discussed that the main outcome for the project is to develop a framework for training councils on the new legislation for the UPSS. George Cowan (Narrandera) sought confirmation of progress to date. The Executive Officer confirmed that progress included establishment of a committee and project mapping that encompassed timeframes, risk and outcomes, and a register format suitable to EPA and Member Councils.

Darryl Jardine (Carrathool) questioned what alternatives were there if the Joint Organisations didn't combine resources. The Executive Officer noted that the options were likely to be; engage consultants, give funding back to the EPA or seek secondments from existing Council staff. George Cowan (Narrandera) questions if tender should be considered, with the Executive Officer confirming that a joint tender could also be an option.

**RESOLVED that the Board endorse the proposal for RAMJO and REROC to combine grant funding to allow for the practical and suitable implementation of the Council Regional Capacity Building – Contaminated Lands Management – Underground Petroleum Storage Systems across our Member Councils.**

**Moved Griffith, Seconded Leeton.**

#### AGENDA ITEM 11 – BRIDGETT LEOPOLD – RAMJO PRACTICAL WORKPLAN AND RESOURCING

At the adoption of the 2019 – 2020 RAMJO Budget, it was noted by the Board that RAMJO would need additional income streams within the coming years, pending lack of ongoing financial commitment from State Government. All meetings and negotiations since that time have demonstrated that future (ongoing) funding from State Government does not appear to be forthcoming, rather only in the form of short term grant funding/

Therefore, as the 2020-2021 budget will be due to be adopted at the next RAMJO meeting, a discussion is required at this Board meeting regarding the outlook of the Joint Organisation.

The independent online survey showed some clear trends, particularly around where stakeholders see value for money, the improvement in the JO over the last year (and expected outcomes), and concerns around future value. These observations are valid and require forward planning and commitment.

According to the survey, Member Councils would like to see a balanced model which delivers value to Councils in the following areas:

- **Advocacy:** water, digital connectivity, energy, State Government consultation, representation on State Government Boards, etc
- **Project Management:** Contaminated Lands Management, Murray Waste Group, Riverina Waste Group, Community Coaching Program
- **Service Delivery:** Audit, Risk and Improvement Committee (ARIC), Roads Maintenance Council Contract (RMCC), Regional Procurement

These three areas are all critical to the continuing success of this region and potential opportunities for improvement. Some areas deliver cost savings, create efficiencies and build skills capability. Others are created from a need to be heard as a 'western' region of NSW. Each work stream should be recognised for the outcomes it delivers. But we need a balanced model and resourcing to deliver.

**DISCUSSION:** concerns that most JOs are not currently sustainable under the current arrangements, and that they are working towards creating some certainty together relating to future viability.

The Board Members discussed the advantages and disadvantages of resigning from the JO and re-establishing the ROC. With the change in scope from the original intention: intergovernmental collaboration, advocacy and strategic priorities, to an urgent requirement to change focus to identify incomes streams and deliver on a regional strategic priority, a level of volatility has been created.

The new workstream focus which would deliver value for the Councils and potentially reduce future financial burdens include service provision in common regulatory and operational areas which must be delivered by each Council, or could be delivered as a region.

The Executive Officer proposed a 3-year commitment from the Member Councils, with an intention to become somewhat financially independent by that point. Member Councils agreed that ongoing support for the JO is most likely required and independence may not be accomplished. A base operating value of \$350,000 - \$400,000 was discussed to be "effective" in terms of delivering against the JO functions.

The Executive Officer continues to work with the General Manager Executive (Federation, Murrumbidgee, Griffith and Edward River) to develop robust service delivery models for options such as RMCC, ARIC and Procurement. These options need to include Return On Investment (ROI) calculations to demonstrate value.

It was also noted that the delivery of outcomes by RAMJO is more than a dollar value, with the recent work on the Regional Water Position commended as a success which cannot be measured monetarily.

**RESOLVED that the Board agree to be presented with multiple (three) refined work-plan options and corresponding budget at the next Board meeting, with several resourcing options to deliver tangible outcomes over a three-year timeframe.**

**(Moved Edward River, Seconded Federation).**

#### AGENDA ITEM 12 – CHRIS BILKEY/BRIDGETT LEOPOLD – RAMJO WATER POSITION

The Water Sub-Committee continues to make significant progress in the scope, planning and advocacy refinement of a united RAMJO position. The following papers have been submitted on behalf of RAMJO since the last meeting

- NSW Legislative Assembly Committee on Investment, Industry and Regional Development inquiry into support for drought affected communities in NSW: **Attachment F**
- ACCC inquiry into markets for tradeable water rights in the Murray-Darling Basin. **Attachment G**

Finally, a draft Water Paper is almost complete. The final draft is at **Attachment H.** (to be circulated prior to the meeting)

Cr. Chris Bilkey has been called upon at a political level to bring forward the united RAMJO water position, and while the paper clearly summarises the sub-optimal conditions creating the water crisis, we also offer a range of solutions. In order to be clear about what we want, our position needs to be able to be summarised into two points:

1. What do we want now?



## 2. What do we want for the future of our communities?

Suggested positions on both of these points will be presented at the meeting. At the time of preparing agenda papers the Water Security Sub-Committee was still negotiating the details of these points.

The Water Security Sub-Committee has also agreed that a supporting **Communications and Engagement Plan** should accompany any release of the RAMJO Water Paper, including media releases, FAQs, key facts and summary points to assist those speaking on behalf of RAMJO regarding water.

To date, all meetings with politicians and interested bodies has been incredibly supportive and encouraging of our approach to create a regional position and vision for our communities.

**DISCUSSION:** Chris Bilkey (Murray River) thanked the Water Sub-Committee and the Executive Officer for the considerable amount of work undertaken to date. Chris summarised the Sub-Committee has sought to develop a moderate position that can be advocated by all of RAMJO's eleven Councils.

The approach the Water Sub-Committee took to the water paper included listing those elements that relate to water which are not working optimally. The paper then lists a range of options to positively impact or change those conditions which are having unforeseen impacts or which require addressing.

Next steps include producing the Communications and Engagement Strategy, along with supporting materials and tools for Mayors and General Managers. The Chair of the Committee, Cr Chris Bilkey, and the Executive Officer have met with the Federal Member for Farrer and will continue to communicate closely and inform relevant Commonwealth and State Ministers as required.

Several Member Councils emphasised the success in finding a common position that RAMJO can work on together now and into the future for our communities.

Member Councils agreed that opportunities relating to working with Commonwealth and State strategies which refer to irrigated infrastructure, industry and water security should be undertaken.

The Executive Officer noted the plan from here is; 1) finalise the summary document, 2) finalise Water Position Paper, 3) develop the communications and engagement plan.

### **RESOLVED that the Board:**

- **endorse the RAMJO positions as recommended by the Water Security Sub-Committee.**
- **adopt the Final Draft of the RAMJO Water Paper. (amendments suggested)**
- **agree to a supporting Communication and Engagement Plan as a method for managing the roll out of communications relating to the Water Paper**

**(Moved Griffith, Seconded Leeton).**

## AGENDA ITEM 13 – VERBAL SUB-COMMITTEE UPDATES

The Chairs of the RAMJO Sub-Committees will provide verbal updates:

- Cr. Chris Bilkey: Water (addressed above)
- George Cowan: Energy – An update will follow the meeting held on Friday 14 February at Narrandera.
- Brett Stonestreet: Industry, Jobs and Workforce – Progress towards a Regional Prospectus to attract certain industries via a RAMJO economic development group (made up of Economic Development Officers) is underway. There are constraints to be addressed and mapping procurement options to be undertaken.

- John Scarce: Digital Connectivity – A sub-committee meeting was held in Albury on Friday 7 February. Presentations were given by Imogen Schiffler (Albury – Wodonga Two Cities, One Community Coordinator) and Teletrac Navman (GPS tracking for plant and equipment). Members of the Sub-Committee have also met with Telstra for discussions involving the Internet of Things (IOT), installation of digital water meters, and movements from 3, to 4G and 5G networks in the region. The Sub-Committee will strengthen RAMJO position for advocacy to bring to the next Board meeting.
- Adam McSwain: Transport (Regional Freight Transport Plan) & Regional Roads (Attachment I & J) – The Transport Sub-Committee haven’t yet met, however are close to finalising the Regional Freight Transport Plan. Adam noted that he will be meeting with three other General Managers to make a sub-mission to the Terms of Reference for Regional Roads (due 21 February).

**RESOLVED that the Board note the verbal update of the RAMJO Sub-Committees.**

**AGENDA ITEM 14 – BRIDGETT LEOPOLD / BRETT STONESTREET – ROADS MAINTENANCE COUNCIL CONTRACTS**

Griffith City Council (Brett Stonestreet) presented an opportunity to all RAMJO GMs late last year to investigate the merit of a regional approach in response to the consultation on the newly released draft RMCC. (RAMJO’s response can be found at [Attachment K](#)).

Since this time, RAMJO and Griffith City developed a regional proposal and shared it with RMS. This resulted in a meeting in Wagga between the three bodies to discuss a vision for a regional model. Since that meeting, RAMJO and Griffith City Council have developed a proposal with a structure, including administration, decision making, cost and risk. Further negotiations, costings and modelling is required before any further progress can be made.

DISCUSSION: Brett Stonestreet (Griffith) explained the structure and resources required for the collaborative model proposed that would see RAMJO contract directly to RMS, with Councils bidding to RAMJO with a re-work margin for road contracts. Brett noted that the benefit for the State Government will be that they will only have to consult with RAMJO instead of the seven Councils that they currently contract with, however funding from the State Government above the current level would be a challenge. The proposed model would see RAMJO award the Councils road working contracts in their own regions and engage auditors to enforce the RMS requirements. Board members raised concerns around mechanisms that would be in place to ensure accreditation and fair contract bidding would occur. The Chair Kevin Mack noted that firstly the Board would need to define a Terms of Reference for resources and contracting.

**RESOLVED that the Board note the progress in working towards a potential regional model for RMCC.**

**AGENDA ITEM 15 – CHAIR – RAMJO SYDNEY MEETING**

The Chair would like to open the floor for suggestions as to which Ministers should be engaged at our Sydney Board meeting?

**Recommendation:**

**That the Board nominate advocacy opportunities via discussions with Ministers at the next Board meeting in Sydney.**

**RESOLVED that the Board nominated the following Ministers be invited to attend discussions/presentations at the next Board meeting in Sydney.**

Position	Minister	Items to discuss
NSW Minister for Regional Transport and Roads	<b>The Hon. Paul Toole</b>	RMCC Contracts & Regional Roads

NSW Minister for Local Government	<b>The Hon. Shelley Hancock</b>	Internal Audit, Risk and Improvement Committee
NSW Minister for Agriculture and Western New South Wales	<b>The Hon. Adam Marshall</b>	Agricultural and water security joint discussion
NSW Minister for Water, Property and Housing	<b>The Hon. Melinda Pavey</b>	Agricultural and water security joint discussion
Deputy Premier, and Minister for Regional New South Wales, Industry and Trade	<b>The Hon. John Barilaro</b>	Specific items to be confirmed
Minister for Health and Medical Research	<b>The Hon. Brad Hazzard</b>	Health
Minister for Planning and Public Spaces	<b>The Hon. Robert Stokes</b>	Planning, solar farms, Snowy Hydro 2.0

#### AGENDA ITEM 16 – PROFESSIONAL OFFICER UPDATE

Since the last RAMJO meeting, only one Professional Officer Working Group has met, the General Managers' Group. Minutes are at [Attachment L](#).

#### AGENDA ITEM 17 – GENERAL BUSINESS MATTERS

- Transgrid (Attachment M & N) Noted that the approval for the lines is confirmed and any submissions should be made now.
- Email Correspondence to RAMJO (Attachment O)
- Latest of Minister Colton – Minister is not attending Newell Highway consultation meeting; however, his advisors will be there on Friday in Narrandera. RAMJO will present a map of the regions key roads for discussion.
- Kevin Mack (RAMJO Chair) has approached LG NSW regarding Health and Safety insurance cover for elected members as currently there is no existing coverage in place for physical and mental health for elected members.
- Paul Mayton (Leeton) has recently attended meetings on weed eradication, specifically Flea Bane. John Dal Broi (Griffith) noted the weed is emerging in their region and will collaborate with Leeton on this matter.

**There being no further business, the RAMJO Board meeting concluded at 12:50 pm.**

#### Recommendation:

- That the RAMJO Board endorse the Minutes of 14<sup>th</sup> February 2020 Board meeting.

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## 5. MATTERS ARISING FROM MINUTES OF 12<sup>TH</sup> FEBRUARY 2020 BOARD MEETING

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### RAMJO WORKPLAN

At the last meeting, the Board resolved to be presented with multiple (three) refined work-plan options and corresponding budget at the next Board meeting, with several resourcing options to deliver tangible outcomes over a three-year timeframe. This item will be addressed in agenda item 12.

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## 6. SPECIAL ITEM: COVID-19 ROUNDTABLE CHECK IN

The Chair would like to open the meeting to hear about the challenges from each Council, and how normal business operations are faring.

### Recommendation:

- That the RAMJO Board share any Local Government related updates, information and challenges relating to COVID-19 or other natural event impacts (bushfire and drought).

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## 7. JAMES BOLTON: DIRECTOR OF RIVERINA MURRAY, REGIONAL NSW UPDATE

James Bolton will provide a verbal update relating to the newly established Department of Regional NSW.

### Recommendation:

- That the RAMJO Board note the verbal update from Director of Riverina Murray, Department of Regional NSW.

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## 8. CAMERON TEMPLETON: COUNCIL ENGAGEMENT MANAGER, OFFICE OF LOCAL GOVERNMENT

Cameron Templeton will provide a verbal update relating to the \$395m Local Government Economic Stimulus Package.

### Recommendation:

- That the RAMJO Board note the verbal update from OLG's Council Engagement Manager for the Riverina and Murray.

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## 9. CR. CHRIS BILKEY: RAMJO FINAL EXECUTIVE SUMMARY AND WATER POSITION PAPER

The Water Security Sub-Committee has finalised the RAMJO Water Position Paper which is currently with graphic designers to create a proof with a professional outlay and matching photographs for a total cost of \$1500, with an additional \$7000 to assist with the Comms and Engagement process. This cost is being covered by an underspend of funds from the RAMJO Strategic Priority Committees and travel expenses. The Committees also developed an Executive Summary, to assist in simplifying the key intent, messages and actions recommended by the Committee (**Attachment A**).

Consultation with Councillors and other identified stakeholders has also commenced. The marketing agency has suggested that RAMJO reconsider their logo and identify meaningful elements to include in the logo. A mock-up of several logo examples will be shown during the Zoom Board meeting.

### Recommendation:

- That the RAMJO Board endorse the attached Executive Summary (A3 foldout) of the RAMJO Water Position Paper. (**Attachment A**)
- That the RAMJO Board consider updating the logo under the guidance of Stanford Marketing for \$1000.

## 10. GEORGE COWAN – ENERGY SUB-COMMITTEE PROGRESS

As tasked by the Board, the Energy Sub-Committee has met several times this year and agreed to address a regional approach to energy via the following manner:

### WHAT?

- **Map common goals and targets**
- **Undertake an audit of each Council to date**, including existing achievements, Council facilities and community infrastructure, the operations and usage patterns of these facilities, along with future aspirations. With this, a regional profile of each Council's assets, as well as current and future energy requirements could be mapped.
- Using the information from the audit and the aspirations of each Council (mostly financial), RAMJO Energy Sub-Committee planned to **create a regional energy strategy**, commencing with a focus on energy cost savings for each Council and progressing to potentially community savings and future generation options. Ideally, RAMJO would then use the directions of this strategy to focus on attracting funding and demonstrating cost and emissions savings, in line with the *NSW Government's Net Zero Plan Stage 1: 2020 – 2030*:
  - *The Net Zero Plan Stage 1: 2020-2030 is the foundation for NSW's action on climate change and goal to reach net zero emissions by 2050. It outlines the NSW Government's plan to grow the economy, create jobs and reduce emissions over the next decade.*
  - *The plan aims to enhance the prosperity and quality of life of the people of NSW, while helping the state to deliver a 35% cut in emissions by 2030 compared to 2005 levels. The plan will support a range of initiatives targeting electricity and energy efficiency, electric vehicles, hydrogen, primary industries, coal innovation, organic waste and carbon financing.*

### HOW?

- **RAMJO received \$150k from Office of Local Government for further developing and delivering on identified strategic priorities. \$98,000 of this was allocated to energy**, and in addition to this, we have been fortunate enough to be able to form a relationship with the Department of Planning and Industry's Sustainable Council and Communities Team (DPIE SCC). **The DPIE SCC team has been tasked to work with regional Councils to assist them in saving energy and cut power bills. RAMJO's participation in this project will be resource intensive for the first 6 months and will require 50% of RAMJO's Office / Project Manager time.**
- The outcome of this first stage will be a full audit and an action plan for each Council to deliver on savings in the short, medium and longer term. RAMJO is working with DPIE to build a dashboard which will demonstrate cost savings and emissions savings as a region with breakdown to individual Council level.

### WHEN?

- The estimated time frame is 6-10 months, allowing significant project work from RAMJO to continue in the background while COVID-19 arrangements are in place.
- Detailed energy audit project plan documents are at **Attachment B & C**.

### Recommendation:

- **That the RAMJO Board endorse the attached Energy Security Sub-Committee project plan and note the energy workplan for the next 6-10 months.**

## 11. BRIDGETT LEOPOLD – PROCUREMENT UPDATE

As part of the \$150k awarded by the Office of Local Government for RAMJO to pursue delivering on strategic priorities, RAMJO has teamed up with 3 other Joint Organisations (representing over 40 Councils) to progress building a JO framework for developing a range of procurement tools, templates and procedures. From this, we anticipate that each JO will have a framework with which to pursue identified procurement opportunities using various forms of purchasing models.

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### *Councils involved in the combined JO procurement approach.*

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Alongside this, the RAMJO Executive Officer has been working with Albury City Procurement Team to further understand the complexities of procurement at the Council level. It is believed that the needs of each Council will differ as to how a JO approach to procurement may assist member Councils. Therefore, the RAMJO Executive Officer has developed a survey to gauge the preference of each Council as to how the JO may make the procurement process more streamlined, and potentially drive out efficiency or purchasing savings.

Leeton Shire Council has offered to work with RAMJO to scope a potential pilot project based on the outcomes of the survey, for the presentation to the General Managers at the next meeting.

### **Recommendation:**

- That the RAMJO Board note the progress of the strategic priority procurement project.

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## 12. BRIDGETT LEOPOLD: PROPOSED RAMJO BUDGET 2020-2021

At the last meeting, the RAMJO Board tasked the Executive Officer and the General Mangers Executive Group with three proposed workstreams and matching resources to shape a budget and workplan for 2020-2021. With much deliberation and limited resourcing, there is one main budget proposal with some minimal flexibility in the workplan. Other than day to day operations, board and committee meetings and other legislative and operational requirements, the main items for the RAMJO workplan are as follows:

### STRATEGIC PRIORITIES:

Using the \$150k from OLG to deliver on the following:

- Energy Audit and development of a regional energy strategy
- Regional procurement framework, templates best practice guides and a pilot scoping project
- Grants officer: 1 day per week
- Digital Connectivity: ongoing refinement of regional position and advocacy or funding opportunities

### OTHER ACTIVITIES

Other items of activity which are of strategic or operational importance:

- Completion of the Water Position Paper, Executive Summary, Communications and Engagement Plan and the advocacy meetings which relate to this priority
- Delivery of the Adverse Event Management Plans for 8 Member Councils

- Infrastructure priorities: build on the high level mapping undertaken of RAMJO roads, bridges, water and waste water treatment facilities to create clear regional priority lists and shovel ready projects for stimulus funding (could extend to recreational facilities, arts and tourism Council owned assets)
- Maintenance of advocacy-focussed sub-committees groups and building those committees see opportunity in the current environment (e.g. Jobs, Industry and Workforce, and Transport).
- Management of various projects and allocated funding: Contaminated Land Management project, Murray Waste Group, Riverina Waste Group, Southern Lights
- Ongoing advocacy and RAMJO representation at State and Commonwealth Government meetings

## POINTS TO NOTE

The budget maintains a minimalistic or 'bare bones' approach, and will provide for all RAMJO necessities over the coming year with the workplan above. Any additional activities, projects or costs, other than those already allocated for, will need to be considered and funded separately.

**Southern Lights:** With this in mind, Southern Lights participation and investment via RAMJO came close to \$30,000 for the year of 2019-2020. Councils are now at the stage where they have a LED replacement timeframe and several financing options to proceed, and savings in SLUOS (Street Lighting Use of System) is estimated to be \$815,000 across RAMJO.

The RAMJO members need to consider whether the second stage of the project, the smart sensor component, is something they wish to continue to pursue. If so, approximately \$30,000 will need to be added to the budget to cover RAMJO's participation in this project on behalf of Member Councils, or invoiced separately biannually.

**State Government Funding:** RAMJO has received \$150k from OLG to deliver on its strategic priorities. There is no 'foundation' funding forthcoming from State Government however the \$150k will allow RAMJO to continue pursuing outcomes as identified via our Committee workshops and endorsed at the RAMJO meeting of August 2019.

## APPROACH

RAMJO is proposing to position itself as an organisation which can drive out not only advocacy and strategic priorities, but also one which can demonstrate efficiencies for its Member Councils. Therefore, the 2020-2021 workplan and budget proposes **trailing a 'service delivery' element**. This would include coordinating resources across Councils where a common activity or outcome is required. For the year of 2020-2021, RAMJO has identified the coordination, drafting and delivery of the 'Adverse Event Management Plans' on behalf of each of its Member Councils as a task which would create efficiency and deliver on a desired outcome for those Councils requiring it. The same can be said about coordinating the energy audits on behalf of each Council, and therefore an additional 'service delivery' project has been added for energy.

With this model, Councils can opt in and out of certain projects where a common request is presented for RAMJO to undertake a project on behalf of Member Councils. RAMJO Executive Officer will continue to work with a group of General Managers who have volunteered to assist RAMJO in refining a workplan which would benefit Member Councils of all sizes in the JO and make service delivery options a viable outcome.

Additionally, a minimum membership fee of \$10,000 per Member Councils is proposed to be a reasonable amount. While all other Member Councils fees have remained approximately the same, this has resulted in a \$2,000 to \$2,500 increase for both Hay and Carrathool shires.

## AUDIT

RAMJO has already commenced the Audit Engagement Plan with both Albury City and the NSW Audit Office. Audit plans and timeframes are on track.



## SUMMARY

In summary:

- The draft budget summary and detailed breakdown is at **Attachment D**.
- Despite no further 'foundation' funding contributions from State Government for this year, **the budget proposes no great increase in base membership fees across Member Councils**.
- For the FY 2020-2021, RAMJO is trialling a 'service delivery model' in an attempt to bridge the reduction in foundation funding by not only delivering on advocacy and strategic priorities, but moving to undertake projects or tasks that would benefit a majority of the Member Councils.
- Working with a small group of General Managers, RAMJO will continue to refine and deliver on both strategic priorities and scoping and potentially piloting opportunities including procurement.
- RAMJO's delivery of the 2020-2021 workplan and the outcomes achieved will be presented at the quarterly Board meetings.
- The 2019-2020 Audit Engagement Plan is not a document for wider circulation, but will be provided to all Mayors and General Managers at their request.

**Recommendation:**

- **That the RAMJO Board:**
  - a. **consider funding the Southern Lights project into 2020-2021**
  - b. **adopt the draft RAMJO budget for 2020-2021**
  - c. **note that the audit engagement plan for RAMJO in the FY 2019-2020 is on track**

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### 13. SUB-COMMITTEE UPDATES:

Verbal updates will be provided as below:

#### BRETT STONESTREET: INDUSTRY, JOBS AND WORKFORCE SUB-COMMITTEE

- The Industry, Jobs and Workforce Sub-Committee last met on 3 February 2020 and resolved to develop a regional development committee with the Community or Economic Development Managers of each Council to be involved.
- The initial focus of this group will include:
  - Scoping whether a regional prospectus (or several) would benefit Member Councils and discussion common potential investors. The scoping will also include a detailed review into the REDS comparison RAMJO undertook in 2019. The group will then report back to the Sub-Committee on any identified opportunities or scope.
  - Forming a relationship with RDA and understanding common outcomes and opportunities to collaborate.
  - As with infrastructure, potentially create a list of 'arts' and 'recreational' Council assets in preparation for any stimulus funding in these categories.

#### DAVID WEBB: TRANSPORT SUB-COMMITTEE

- The Transport Sub-Committee will meet on Friday 8<sup>th</sup> May to review the RAMJO Regional Freight Transport Plan and create a set of criteria to develop lists of priority projects, which can be sorted depending on potential funding criteria.
- In addition, the Sub-Committee will discuss whether expanding the scope of the Committee to include wider infrastructure (e.g. water and wastewater) could be beneficial for the Member Councils.



## JOHN SCARCE: DIGITAL CONNECTIVITY

- The Sub-Committee was contacted by the NBN Board and Executive when they held their first meeting in a non-capital city (Wagga Wagga) and offered for RAMJO representatives to attend.
- The Board were keen to hear about concerns, anecdotal or with data. RAMJO representatives offered the findings of the RAMJO Digital Connectivity Survey and noted that our regional services were well below industry standards.
- The committee continues to work towards confirming a regional position for digital connectivity.

**Recommendation: that the RAMJO Board note the Sub-Committee updates.**

## 14. OTHER WORKING GROUP UPDATES

Verbal updates will be provided as below:

### FRANK ZAKNICH – GENERAL MANAGERS

- The General Managers met on Friday 17<sup>th</sup> April 2020 (minutes are at **Attachment E**).
- The General Managers have been working closely with RAMJO to develop a workplan and an accompanying budget.
- Adverse Event Management Plans and Energy have been identified as workstreams which will demonstrate benefit and efficiency for the Member Councils.
- RAMJO and GMs will continue to work towards providing regional advocacy positions in the face of potential stimulus funding opportunities.
- Other options will continue to be reviewed and scoped further as per the budget discussion.

### DES BILSKE - HEALTH

- On 18<sup>th</sup> March the RAMJO Health Sub-Committee held a meeting at Jerilderie, chaired by Adam McSwain. This meeting focussed on information sharing between MHLD (Jill Ludford) and RAMJO's outcomes from the original scoping workshops. A detailed briefing on COVID-19 was provided directly to Committee members. Jill is happy to engage with the RAMJO Committee and any members on a regular basis into the future.
- RAMJO Sub-Committee members agreed that the Health Sub-Committee will maintain an advocacy only position and meet biannually.

### MURRAY WASTE GROUP (MWG) AND RIVERINA WASTE GROUP (RWG)

Written updates for both Committees are provided at **Attachments F & G**. Key points include:

- Understanding and managing COVID-19 impacts (social distancing, cash handling, increased waste traffic at facilities and home kerbside due to home clean-ups occurring).
- Regional waste programs, such as 'Environmentors' (a school based program rolled out annually via RAMJO waste groups) is being deferred due to COVID-19 restrictions.
- NSW EPA are developing a 20 Year Waste Strategy and each waste group has developed a detailed submission on behalf of Member Councils.

### OTHER WORKING GROUPS: ENGINEERS, PLANNERS, PROPERTY

All other RAMJO working groups have not convened this year.

**Recommendation:**

**That the RAMJO Board note the working group and advocacy group updates.**

## SOUTHERN LIGHTS

As detailed in the budget discussion, Southern Lights has completed the LED replacement stage and is moving to the smart sensor / controllers component of the project. RAMJO continues to be represented by Albury City Council and the RAMJO Executive Officer. The uptake of smart sensors / controller, including identified benefits will be an individual decision of each Council. There are many and varied options as to what the smart sensors / controllers can do, the first the group is addressing is the option to dim the lights in both main streets and residential areas. Essential Energy and the consultants the Southern Lights team have engaged are reviewing business cases for the cost benefits of installing dimmers (40% dimming for 50% of the night). See **Attachment H** for an update on street lighting responsibilities and dimming.

RAMJO has participated in the smart sensor / controller tender and has financially contributed to consultants employed on behalf of all Councils involved in the Southern Lights project. Meetings are on a monthly basis and it is expected this component of the project will continue for at least another year.

Financial contributions from RAMJO are expected to be approximately \$15,000 for the FY 2020-2021. A decision by Board Members regarding funding ongoing participation in this project in 2020-2021 is required.

### **Recommendation:**

**That RAMJO Board Members consider funding ongoing participation in the Southern Lights project as it progresses into the smart sensor controller stages and commits to the additional \$15,000 for the FY 2020-2021.**

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## 15. BRIDGETT LEOPOLD – RAMJO STAFFING UPDATE

- **Office Manager:** The role of Office Manager will move to 50% Project Manager, as this resource has undertaken an extensive amount of work moving the Joint Organisation into a position where all financial records, management and processes are of a high standard and compliant with Local Government requirements. The role continues to require a level of maintenance, however there is some capacity to assist in the delivery of projects and therefore the Office Manager will take on the Energy Audit workplan.
- **Contaminated Lands Management:** the Board agreed to allow REROC and RAMJO to combine resources to drive out the best resourcing and project planning model to deliver on Contaminated Lands Management: Underground Petroleum Storage Systems project and grant funding requirements. A 6 month contractor has been brought on board to revise the project plan, recover the 'project slip' and prepare the position for more permanent recruitment moving forward. The deliverables of the grant agreements are now being met, with reporting to EPA and project milestones now all up to date.
- **Regional Waste Manager:** as endorsed by the Board, RAMJO has progressed with recruiting a Regional Waste, Innovation and Sustainability Manager, using excess funds from the Waste Groups. The selection process is almost complete with a contract offer being made to the preferred candidate. The focus of this role in the first instance is:
  - Undertake a regional situational analysis of both waste streams incoming to Council facilities, as well as other waste streams currently heading out of the region. This includes many previous studies and reports which have already been undertaken in the region.
  - Using the analysis to select several detailed feasibility studies and work to develop them into business cases considering RAMJO's unique situation (distance, volume, transport, industry).
  - Proceed with the business cases to advocate for additional funding in either: onsite waste processing, transport to several regional facilities, or investment in new infrastructure.
- **Grant Officer Role:** under the \$150k provided by OLG, one of the requested priorities relating to employing (or sharing an existing Council employee) to work on RAMJO Grants via developing a range of

material and identifying grant options and being prepared to submit these applications. RAMJO Executive Officer will continue to work with the General Managers on this matter.

**Recommendation:**

**That the RAMJO Board note the RAMJO staffing updates.**

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15. GENERAL BUSINESS

Items of general business are invited for discussion.

MEETING CLOSE